

Note: The shaded four (4) priorities presented at June 2008 WSDOT/ACEC Annual Meeting

Topics affecting our collective ability to meet political, public, and business expectations for delivering transportation infrastructure and services?							
Feb 1 2008 PD Task Force Priority	Brainstormed Project Delivery Improvement Topic (February 2008)	\$\$\$'s	Time	Uncertainty	Credibility (Policy & Program)	Comments/Options	Assigned PD Task Force Leads
* 1	Construction Administration and Delivery to be rethought	3	3	3	3	Get out in front/new model	Mike Mariano, Scott Williams, Kirk Berg, Doyle Dilley
	Audit Process (e.g. POS)	1	1	2	3	Engage Audit people earlier	
	Process burdens mounting (e.g. Delivery, Records, financial and legal)	3	3	3	3	Joint training on key processes	
	DOT resource base, competencies & capacity to deliver are unclear.	2	3	2	2		
*	Varying business models and lack of understanding	3	3	3	3	Document 'Business Models' and compare nuances	Terry Paananen, Scott Williams, Glenn Wagemann
	Consistency in the role of consultants and then lack of use of consultants is tied to "programming" their use.	2	2	1	0		
	Taking out of context the way consultant costs are developed results in misperception that it's a "high" cost	2	2	0	1		
	No "WSDOT" overhead bucket...WSDOT down time gets charged to line items budgets.	3	1	2	3	Budgeting process	
	Consultant use of Principals for QA is compromised by Consultant business model	1	3	3	2	Awareness/make contracts more specific and accountable	
	Lack of shared training.....e.g. system and philosophies. Not in the SPMG effort.	2	2	2	2	Shared trainings--e.g.. guide/direct on what is required vis-à-vis optional.	
	Planning for and setting up contingency in consultant budgets (e.g. MRF)	2	2	2	1	Budget	
* 3	"Tail wags the dog" in the EIS process as to design expectations and required high level of detail	3	3	3	3	Sets undue expectations with very little design effort to support them (often less than 5%)	Tom McDonald, Lisa Reid, Martin Palmer
* 3	Resource Agency scheduling, priorities and accountability	3	3	3	2		John Villager, Martin Palmer
	MPD process lacking "team" culture. Need more "inclusive" language in consultant agreements and both WSDOT and consultant need to have meaningful roles for staff.	3	3	2	0	Good intentions but culture throughout WSDOT organization is lacking.	
	"Arms length" regulations and process prevents "teaming" WSDOT and Consultant.	2	2	1	3	Need to better articulate authority, speed to notice to proceed, etc.	

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	Reality overstated as to commitments and time to process consultant engagement.	2	2	2	0	Empower discussion @ the lowest level	
	Lessons learned from On-call, GEC need to be explored	2	3	2	0		
	Scoping has different meanings in different venues-- results in duplicative efforts	2	2	2	0	This is a function of the Project summary (e.g. Environmental overview)+Project Design Decision Documentation + Project Definition.	
* 2	Current process for scoping and line item budgets sets unrealistic expectations for the long haul.	3	3	3	3	Need to explore opportunities for a separate line item for scoping phase (e.g. Pierce County Model)	Mike Mariano, Rick Smith
	Hard won scoping budgets have gone down--- especially for Project Definition	1	2	1	0	Project Definition Budget line item especially P3 & I2). Not currently acceptable to Legislature.	
	Political engineering and "problem-solving engineering" are widely apart.....leads to scope creep and public distrust.	3	3	2	1	Build a "project proforma" through the scoping process; or why invest?	
* 2	Lessons learned from Programming and Project Definition realities get compromised in the political budgeting process. (e.g. role and value of failing to scope)	3	3	3	3	Sell this through the current "Audit process" -- assess \$\$\$'s for not doing the project scoping. Keep it internal as much as possible. Leverage "industry" to initiate process politically(e.g. use TPA & nickel progress as reason)	Scott Williams, Doyle Dilley, Jay Drye
*	Connecting MDL & WBS is needed	1	2	1	0	Need for better communication of scoping, deliverables, and "team" roles for WSDOT and consultants.	Rick Door, Geoff Baillie, Gary Langrock
* 4	"Manual" alignment (BID to Design Manual) is needed	1	2	1	0	Focus is on WSDOT manuals and building off of ODOT efforts	Rick Door, Pasco Bakotich
*	Contractor managed general construction approach (CMGC) is emerging concept	1	2	1	0	Evolving approach in other locations.	John Villager, Karl Winterstein, Pasco Bakotich, Linea Laird